

**Commissioner Deborah A. Gist's Weekly Field Memo**  
**April 6, 2012**

**Notes from Commissioner Gist:**

1. Commissioner sends letter to teachers, principals on [evaluations](#) – **Action Item**
2. RIDE names three [Green Ribbon Schools](#)

**From the R.I. Department of Education (RIDE):**

3. Webinar scheduled on 8<sup>th</sup>-grade [technology-skills assessment](#)
4. [Model School Grant](#) for technology deadline extended, information provided
5. RIDE requests LEA [testing schedules](#) by Friday, April 27 - **Action Item**
6. RIDE to conduct [Interim Assessments](#) Technology Requirements webinar
7. [Comprehensive Assessment System](#) webinar scheduled for Wednesday
8. RIDE releases [quarterly update](#) on transition to the Common Core State Standards, Comprehensive Assessment System
9. Commissioner issues three [decisions](#)
10. Some educators [teaching children with disabilities](#) must hold dual certification
11. Applications for [National Board Certification](#) subsidies posted on website
12. [Induction Coach](#) applications posted; estimates of new teachers due April 20
13. RIDE announces school-safety [art contest](#)
14. [Bonds available](#) to finance building improvements, equipment, course development, training
15. RIDE to conduct regional meetings to discuss refinement of the [Rhode Island Model Educator Evaluation System](#)
16. RIDE reminds LEAs about available funding for [Summer Training Academies](#)
17. RIDE works with West Bay Collaborative to recruit [Summer Evaluation Training Academy facilitators](#)

**From the U.S. Department of Education:**

18. Department offers [grants](#) for expanding promising, effective practices

**Other:**

19. Course offered for professionals who work with [military-connected children](#)

**Attachments to this field memo:**

Letter on evaluations 4-6-12

---

**Action Item Calendar**

**Today** (April 6): Survey on [professional-development plans](#) due  
April 13: Letter to teachers, principals on evaluations to be distributed (see below)  
April 13: Deadline for submitting to RIDE [district Teacher of the Year](#) selections  
April 20: Estimates of 2012-13 [first-year teachers](#) due  
April 27: Recommendations for [Educator Talent Pool](#) due  
April 27: LEA testing schedules due (see below)  
May 1: [Asset Protection Plans](#) due  
June 8: Data collection for [PARCC Technology Readiness](#) Tool due  
June 30: Schools and districts submit [final personnel assignments](#)  
July 15: Deadline for final reporting of [evaluation ratings](#)

***Note: Commissioner Gist encourages you to share this field memo with your curriculum director and with your principals.***

---

***Notes from Commissioner Gist:***

**1. Commissioner sends letter to teachers, principals on evaluations – Action Item**

As I shared with you in last week's Field Memo, we are continuing to work to improve the Rhode Island Model for educator evaluations, based on feedback and suggestions we are receiving from the field, including our teachers' unions. We have made no final decisions about the scope and design of the evaluation system during the coming school year, our first year of full implementation, as we are still receiving information from the field, including our two districts that piloted full implementation, Jamestown and Warwick. To keep educators informed about the current status of educator evaluations, I have written an open letter to all teachers and principals, which I have attached to this Field Memo. Please distribute this letter to the educators in your LEA by next Friday (April 13). I appreciate your help on this matter.

**2. RIDE names three Green Ribbon Schools**

On Thursday, Regents Chairman George D. Caruolo announced that we have selected three Providence schools as the 2012 Rhode Island Green Ribbon Schools. Our Green Ribbon Schools are:

- Classical High School;
- Nathan Bishop Middle School; and
- Providence Career and Technical Academy.

The Green Ribbon Schools program is a new initiative from the U.S. Department of Education. We will nominate these three schools to the Department for consideration for a national Green Ribbon School award.

A nine-member panel, made up of representatives from the Department of Health, the Emergency Management Agency, the U.S. Environmental Protection Agency, the Rhode Island Environmental Education Association, and RIDE, selected the Green Ribbon Schools. We recognized these schools because they have a minimal impact on the environment, they have a positive effect on the health of students and staff members, and they provide effective environmental awareness to their students.

Congratulations to these three Green Ribbon winners, and we're hoping that each will earn national recognition as well.

***From RIDE:***

### **3. Webinar scheduled on 8<sup>th</sup>-grade technology-skills assessment**

Please see this notice from our Office of Multiple Pathways:

The second testing window for administering the 21<sup>st</sup> Century Skills Assessment to 8<sup>th</sup> graders will be from April 30 to May 18. Those who did not attend the training session in November can register for a webinar to help guide them through preparing for and administering the assessment, at:

<http://www.learning.com/training/>.

Scroll down to the 21st Century Skills Assessment and click on the REGISTER link.

Please contact Sue Lyons ([slyons@learning.com](mailto:slyons@learning.com)) for user login information. Holly Walsh ([holly.walsh@ride.ri.gov](mailto:holly.walsh@ride.ri.gov)) will be able to answer any other questions you may have about the 21st Century Skills Assessment for our 8<sup>th</sup>-grade students.

### **4. Model School Grant for technology deadline extended, information provided**

Please see this message from our Office of Multiple Pathways:

RIDE extended the Model School Grant applications deadline to Friday, **April 27**, at 4 p.m. Grant information and FAQs have been updated on our website and can be found at:

[http://www.ride.ri.gov/OMP/VL/TechOps/1to1/1to1\\_home.aspx](http://www.ride.ri.gov/OMP/VL/TechOps/1to1/1to1_home.aspx).

RIDE has issued an all-inclusive device solution RFP, seeking a vendor that will provide devices with Internet access, wireless infrastructure, technical support, and maintenance, as well as professional development. A vendor will be selected by April 13, and that information will be disseminated to allow schools applying for the Model School Grant time to complete their application. This Master Price Agreement is available to the selected model school and all other schools in Rhode Island. For more information, see,

[http://www.ride.ri.gov/OMP/VL/Policy/VL\\_policy\\_home.aspx](http://www.ride.ri.gov/OMP/VL/Policy/VL_policy_home.aspx)

The development of virtual-learning education regulations will support the model school as well as other online learning opportunities and efforts occurring within districts. The guiding principles framing the development of these regulations are available on our website, at:

[http://www.ride.ri.gov/OMP/VL/Policy/VL\\_policy\\_home.aspx](http://www.ride.ri.gov/OMP/VL/Policy/VL_policy_home.aspx).

This page will be updated throughout the application process.

**5. RIDE requests LEA testing schedules by Friday, April 27 - Action item!**

Please see the following message from our Office of Instruction, Assessment, and Curriculum:

During the NECAP Science testing window (May 7 - 24), RIDE staff members will once again be visiting a random selection of schools across the state to observe the administration of the NECAP tests. These visits are necessary so that we can continue to improve the NECAP testing program for test coordinators, test administrators, and students and also so that we can monitor whether proper testing procedures and guidelines are being followed in school classrooms.

We ask you to submit your district testing schedules no later than Friday, **April 27**, so that RIDE staff members will be able to begin planning school visits during the scheduled times of testing. Each district is responsible for creating the testing schedule for all its schools so that each of the tested grades (4, 8, 11) has the same testing schedule (e.g., all 4<sup>th</sup> graders in the district are taking the test on the same day at the roughly the same time). Districts should take into consideration religious holidays and local events that may affect students' ability to participate. While districts may opt to schedule around these dates, it is important that ample time is incorporated into scheduling to allow time for make-up test sessions for those students who are absent for any reason (including absences for religious holidays) during regularly scheduled testing dates. Make-up testing may begin immediately following the scheduled administration of a test session. No student should be scheduled for a make-up session prior to the scheduled administration of that test session.

Please submit your testing schedules online, using the pre-formatted form at:

<http://www.ride.ri.gov/assessment/Schedule.aspx>,

We strongly encourage all districts and schools to download and widely distribute the “NECAP Monitoring Visits Interview Questions” for test administrators/teachers, school test coordinators/principals, and district test coordinators (see below) so that everyone is aware of the types of questions that will be asked during visits. All three documents are available online:

Test Administrators/Teachers:

[http://www.ride.ri.gov/assessment/DOCS/NECAP/SchoolVisits/NECAP\\_Monitoring\\_Visit\\_Interview\\_Qs-School\\_Test\\_Administrators-Teachers.pdf](http://www.ride.ri.gov/assessment/DOCS/NECAP/SchoolVisits/NECAP_Monitoring_Visit_Interview_Qs-School_Test_Administrators-Teachers.pdf)

School Test Coordinators/Principals:

[http://www.ride.ri.gov/assessment/DOCS/NECAP/SchoolVisits/NECAP\\_Monitoring\\_Visit\\_Interview\\_Qs-School\\_Test\\_Coordinators-Principals.pdf](http://www.ride.ri.gov/assessment/DOCS/NECAP/SchoolVisits/NECAP_Monitoring_Visit_Interview_Qs-School_Test_Coordinators-Principals.pdf)

District Test Coordinators:

[http://www.ride.ri.gov/assessment/DOCS/NECAP/SchoolVisits/NECAP\\_Monitoring\\_Visit\\_Interview\\_Qs-District\\_Test\\_Coordinators.pdf](http://www.ride.ri.gov/assessment/DOCS/NECAP/SchoolVisits/NECAP_Monitoring_Visit_Interview_Qs-District_Test_Coordinators.pdf)

If you have any questions, please contact Dr. Kevon Tucker-Seeley, at 222-8494. Thank you.

#### **6. RIDE to conduct Interim Assessments Technology Requirements webinar**

Please see the following announcement from our Office of Instruction, Assessment, and Curriculum:

RIDE will be conducting an Interim Assessments Technology Requirements webinar on Friday, April 13, from 1 – 2 p.m. Both the ELA and mathematics assessments in grades 3 through 11 will be available online and on paper; therefore, this webinar will focus on the technology required for administering the assessments as well as for scanning student responses into the assessment system. We will discuss the technical requirements (e.g., computer operating system) and the hardware required (e.g., scanners to scan student responses).

Technology directors, school leadership, and district administrators are encouraged to participate in the webinar. To participate:

1. Review the Interim Assessments Technical Requirements, at:

[www.ride.ri.gov/Assessment/Interim.aspx](http://www.ride.ri.gov/Assessment/Interim.aspx).

2. Access the webinar online, at:

<https://www3.gotomeeting.com/register/507134326>.

3. Call into the number provided through the webinar.

If you are unable to participate in the webinar, you can listen to the recording, which will be posted at:

[www.ride.ri.gov/Assessment/Interim.aspx](http://www.ride.ri.gov/Assessment/Interim.aspx)

If you have any questions about the upcoming webinar or the Interim Assessments in general, please contact Jessica Brown by e-mail ([Jessica.Brown@RIDE.RI.GOV](mailto:Jessica.Brown@RIDE.RI.GOV)) or phone (222-8253).

#### **7. Comprehensive Assessment System webinar scheduled for Wednesday**

Please see this notice from our Office of Instruction, Assessment, and Curriculum:

The Comprehensive Assessment System webinar series will continue on Wednesday (April 11), from 9:30 - 10:30 a.m., with a webinar on the PARCC Assessment. The purpose of the webinar is to preview the proposed design of the PARCC assessment, highlight progress to date, explain the Technology Readiness Tool, and answer your questions. To register, please visit:

<http://www.ride.ri.gov/assessment/CAS.aspx>.

#### **8. Commissioner issues three decisions**

Please see this notice from our Legal Office:

Commissioner Gist has issued three decisions this week:

- 004-12 Rui Rodruiges vs. Providence School Board  
[http://www.ride.ri.gov/applications/RideDirectory/DOCS/2012/004-12\\_Rui\\_Rodrigues\\_vs.\\_Providence\\_S.\\_B.\\_050512.pdf](http://www.ride.ri.gov/applications/RideDirectory/DOCS/2012/004-12_Rui_Rodrigues_vs._Providence_S._B._050512.pdf)
- 005-12 Mr. and Mrs. John Doe vs. Scituate School Committee  
[http://www.ride.ri.gov/applications/RideDirectory/DOCS/2012/005-12\\_Mr.\\_and\\_Mrs.\\_John\\_Doe\\_vs.\\_Scituate\\_S.\\_C.\\_050512.pdf](http://www.ride.ri.gov/applications/RideDirectory/DOCS/2012/005-12_Mr._and_Mrs._John_Doe_vs._Scituate_S._C._050512.pdf)
- 006-12 Rhode Island Department of Elementary and Secondary Education vs. Woonsocket School Committee  
[http://www.ride.ri.gov/applications/RideDirectory/DOCS/2012/006-12\\_RIDE\\_v\\_Woonsocket\\_ORDER\\_040412.pdf](http://www.ride.ri.gov/applications/RideDirectory/DOCS/2012/006-12_RIDE_v_Woonsocket_ORDER_040412.pdf)

#### **9. RIDE releases quarterly update on transition to the Common Core State Standards, Comprehensive Assessment System**

Please see the following announcement from our Office of Instruction, Assessment, and Curriculum:

We are pleased to announce the release of a Quarterly Update Memo sharing the highlights of the past quarter and looking ahead to next quarter for the Transition to the Common Core State Standards (CCSS) and for the Comprehensive Assessment System (CAS). Some highlights include:

Twelve new *CCSS resources for educators and administrators* were posted to a redesigned page on our website this quarter, including an updated Transition Timeline as well as a new section containing Resources for Diverse Learners:

[www.ride.ri.gov/Instruction/CommonCoreMaterials.aspx](http://www.ride.ri.gov/Instruction/CommonCoreMaterials.aspx).

The *Study of the Common Core State Standards* workshops are continuing across the state. The sessions give educators throughout Rhode Island a common language for discussing and working with the Common Core. During the past quarter, more than 900 educators participated in 26 sessions. To date, we have trained more than 4,300 educators, exceeding of our goal of 4,000. Thank you, educators, for your hard work!

In an effort to highlight successes and to encourage learning from one another, RIDE has developed a CAsE Study to show how one district has approached the work of developing and refining its *Comprehensive Assessment System*. A video and summary of the presentation can be found at:

[www.ride.ri.gov/Assessment/CAS.aspx](http://www.ride.ri.gov/Assessment/CAS.aspx).

Three additional *CAS Monthly Webinars* have taken place, and the recordings posted on the CAS page on our website, at:

[www.ride.ri.gov/Assessment/CAS.aspx](http://www.ride.ri.gov/Assessment/CAS.aspx): Cultural and Linguistic Demands of Assessment, Interpreting Data, and RTI & Data-based Decision Making.

The launch of *new pages on our website* will support two of the CAS initiatives:

Data Use PD: [www.ride.ri.gov/Assessment/DataUsePD.aspx](http://www.ride.ri.gov/Assessment/DataUsePD.aspx)

Interim Assessments: [www.ride.ri.gov/Assessment/Interim.aspx](http://www.ride.ri.gov/Assessment/Interim.aspx).

The memo can be viewed online, at:

[www.ride.ri.gov/Division-EEIE/DOCS/QuarterlyUpdates/FY12-Q3\\_CAS-CCSS\\_Quarterly\\_Memo.pdf](http://www.ride.ri.gov/Division-EEIE/DOCS/QuarterlyUpdates/FY12-Q3_CAS-CCSS_Quarterly_Memo.pdf).

Please visit our website for more resources:

[www.ride.ri.gov/Division-EEIE/transition.aspx](http://www.ride.ri.gov/Division-EEIE/transition.aspx).

#### **10. Some educators teaching children with disabilities must hold dual certification**

Please see this notice from our Office of Educator Quality and Certification:

Please be aware that educators teaching in Early Childhood classrooms that serve both students with and without disabilities are required to hold dual certification. These educators must hold both a Teacher of Early Childhood Special Education Certificate and a Teacher of Early Childhood Education Certificate. This regulation has been in place for many years and did not change with the new certification regulations.

As always, if you have any questions or feedback, do not hesitate to contact Hilda Potrzeba, at [hilda.potrzeba@ride.ri.gov](mailto:hilda.potrzeba@ride.ri.gov) or 222-8891.

#### **11. Applications for National Board Certification subsidies posted on website**

Please see this message from our Office of Educator Quality and Certification:

RIDE is pleased to announce that applications for the Rhode Island National Board Certification Subsidy Initiative for the 2012-13 school year are now available at the following page on our website:

[http://www.ride.ri.gov/EducatorQuality/natl\\_board\\_cert.aspx](http://www.ride.ri.gov/EducatorQuality/natl_board_cert.aspx).

Since its inception in 1987, the National Board has a research-based track record of identifying and supporting the development of accomplished educators. With more than 97, 000 National Board-certified teachers nationally and 439 in Rhode Island, these educators are helping to improve learning and teaching for all students. The National Board offers certification in 25 areas, the newest offerings being Health Education and School Counseling.

Please contact Andre Audette ([andre.audette@ride.ri.gov](mailto:andre.audette@ride.ri.gov)) with any questions.

#### **12. Induction Coach applications posted; estimates of new teachers due April 20**

Please see this notice from our Office of Educator Quality and Certification:

Induction Coach application packets have been posted to our website, at:

[http://www.ride.ri.gov/EducatorQuality/DOCS/mentoring/Full\\_Release-Induction\\_Coach\\_Application.pdf](http://www.ride.ri.gov/EducatorQuality/DOCS/mentoring/Full_Release-Induction_Coach_Application.pdf) .

Educators will need to complete the paper process, which was used last year. Again, we greatly appreciate your nominations and support for the release of outstanding educators in your district. As the Superintendent of Schools, you will need to sign off on the packet confirming that if you nominee is chosen you will allow the educator to be released from your LEA to serve as a full-release Induction Coach. The coaches will again be assigned to beginning teachers in your LEA first. This is a wonderful way to build LEA capacity for supporting beginning teachers.



As mentioned above, we are trying to build coaching capacity within LEAs across the state to support new teachers as well as other educators on improvement plans. A way that we will be able to do this is to open a limited number of spaces in our Induction Coach training. We would like you to think about affording teachers in your LEAs, such as mentor coordinators, mentors, teacher leaders, and instructional coaches, the opportunity to attend full Induction Coach training. Having other faculty members trained in the skills and strategies needed to successfully support teachers will allow LEAs and RIDE to build even more capacity. Interested candidates will need to go through the rigorous interview process to ensure they possess the skills and characteristics required to be an effective coach and would also need to be available for training sessions throughout the school year. This process will also require a sign-off by you as superintendent because it will require that these educators be released to attend Induction Coach Academies as well some Induction Coach forums.

As a reminder, it is critical that we receive your projected or estimated number of new hires for the coming school year (2012-13) by April 20. We have begun calling districts and are awaiting responses from many. We know that these numbers are not final, but it will assist us as we recruit new Induction Coaches for next year. In this projection, please include the number of 1<sup>st</sup>-year teachers you anticipate hiring next year as well as any 1<sup>st</sup>-year teachers who were hired late and did not receive induction support this year. Based on our current projection of beginning teachers next year, we are anticipating that we will need 4 or 5 more Induction Coaches.

As always, if you have any questions or feedback, do not hesitate to contact Hilda or Donna:

- Hilda Potrzeba at [hilda.potrzeba@ride.ri.gov](mailto:hilda.potrzeba@ride.ri.gov) or 222-8891
- Donna Okrasinski at [donna.okrasinski@ride.ri.gov](mailto:donna.okrasinski@ride.ri.gov) or 222-8982

### **13. RIDE announces school-safety art contest**

Please see this note from our Office of Statewide Efficiencies:

RIDE, in collaboration with the Emergency Management Agency and the School Safety Steering Committee, is pleased to announce a new contest. To increase awareness of the importance of school safety, we encourage all schools to participate in the 2012 Gear Up for Safety Art Contest. Students are encouraged to use art as a means to share their vision, experiences, and talents to demonstrate “what school safety means to me,” portraying, a nondenominational, positive message.

Contest rules and the registration form can be found at:

<http://www.riema.ri.gov/schoolsafety/contest/index.php>

Entries are due May 25.

Please e-mail Joseph da Silva, at [Joseph.daSilva@ride.ri.gov](mailto:Joseph.daSilva@ride.ri.gov), with any questions.

#### **14. Bonds available to finance building improvements, equipment, course development, training**

Please see this notice from our Office of Statewide Efficiencies:

The Qualified Zone Academy Bonds (QZABs) allow eligible LEAs the opportunity to obtain interest-free bonds for rehabilitating or repairing buildings, providing equipment, developing course materials, or training teachers and other school personnel.

The American Recovery and Reinvestment Act (ARRA) of 2009 recently expanded the bonding authority allowed for QZAB, and Rhode Island has been allocated \$1,093,000 of QZAB-issuance authority for the current calendar year (2012, with bonds issued by December 31, 2013). To be eligible, LEAs must have at least 35 percent of their students qualify for free or reduced-price lunches and must enter into a public-private partnership with a private entity willing to contribute an amount not less than 10 percent of the capital. For detailed information and an application packet, please visit:

<http://www.ride.ri.gov/Finance/Funding/construction/default.aspx>

Applications will awarded on a first-come, first-served basis.

Please contact Joseph da Silva, at 222-4294 or at [Joseph.daSilva@ride.ri.gov](mailto:Joseph.daSilva@ride.ri.gov), with any questions.

#### **15. RIDE to conduct regional meetings to discuss refinement of the Rhode Island Model Educator Evaluation System**

Please see this notice from our Office of Educator Quality and Certification:

RIDE has scheduled four regional meetings this month to discuss changes being made to the Rhode Island Model Educator Evaluation System. The regional meetings are intended for building, district, and union leaders. A webinar for teachers that will focus on refinement of the Rhode Island Model is also being planned for this spring. Dates, times, and locations for the regional meetings are below:

**Monday, April 9 (4 - 6 p.m.)**  
Lincoln Middle School, Large Group Room A216  
152 Jenckes Hill Rd.  
Lincoln 02865

**Tuesday, April 10 (4 - 6 p.m.)**  
Middletown Public Schools Administration Office  
26 Oliphant Lane  
Middletown 02842

**Tuesday, April 24 (4 - 6 p.m.)**  
Providence Career & Technical Academy Auditorium

91 Fricker St.  
Providence 02903

Thursday, April 26 (4 - 6 p.m.)  
Westerly Middle School Auditorium  
10 Sandy Hill Rd.  
Westerly 02891

#### **16. RIDE reminds LEAs about available funding for Summer Training Academies**

Please see this reminder from our Office of Educator Quality and Certification:

In order to be prepared to implement evaluations at the beginning of the coming school year (2012-13), it's important that evaluators are able to attend training during the summer months. This will allow building and district leaders to then work collaboratively to plan for the year. To support educators' attendance at summer trainings, LEA Race to the Top budgets provide funding for evaluation training. This funding may be used for reimbursement of sub time or for a stipend to attend the training sessions. If you have any questions, please e-mail Lisa Foehr, at [Lisa.Foehr@ride.ri.gov](mailto:Lisa.Foehr@ride.ri.gov).

#### **17. RIDE works with West Bay Collaborative to recruit Summer Evaluation Training Academy facilitators**

Please see this notice from our Office of Educator Quality and Certification:

RIDE and the West Bay Regional Collaborative are working together to recruit educators to co-facilitate summer evaluation-training academies. An application with contact information is available, at:

<http://www.ride.ri.gov/EducatorQuality/EducatorEvaluation/EdEvalAnnounce.aspx>.

Please share this opportunity with administrators and teacher leaders. It's a great way to build capacity and knowledge about the Rhode Island Model.

#### ***From the U.S. Department of Education:***

#### **18. Department offers grants for expanding promising, effective practices**

Please see this notice from the Office of Communications and Outreach:

The Department has issued notices inviting applications for "validation grants" (up to \$15 million) and "scale-up grants" (up to \$25 million) through the Investing in Innovation (i3) Fund. School districts, groups of schools, and nonprofit organizations in partnership with districts and schools are eligible to compete for these grants, with applications due May 29. Grant awards will be made to those with the strongest proposals for expanding promising or effective educational practices to improve learning.

For more information on these grants, see:

<http://www2.ed.gov/programs/innovation/>.

***Other:***

**19. Course offered for professionals who work with military-connected children**

Please see this notice from the Military Child Education Coalition:

The Military Child Education Coalition announces a two-day professional-development course for all professionals who work with our military-connected children:

“Living in the New Normal Institute”

May 22 and 23, 8 a.m. – 4 p.m.

Salve Regina University – Pell Center, Young Building, 518 Bellevue Ave., Newport 02840

There is no charge for the courses and materials; each course also includes continental breakfast and lunch. Certificates will be awarded for completion of the course. CEUs or graduate credit are optionally available (for a charge).

Pre-registration is required. Please visit [www.MilitaryChild.org](http://www.MilitaryChild.org) and click the “Training” tab to register.

The Coalition’s Living in the New Normal Institute encourages families and professionals to ensure their children have tools to bounce back from life’s storms and “stressors,” foster community support efforts, and provide concerned adults with information to help support children during times of uncertainty, trauma, and loss. The institute’s efforts are predicated on the belief that children’s inherent attributes of courage and resiliency can be strengthened through deliberate encouragement.

Questions? Please contact Joe Clever, at (254) 953-1923 or [joe.clever@militarychild.org](mailto:joe.clever@militarychild.org).

***RIDE will post this field memo on Tuesday, at:***

<http://www.ride.ri.gov/Commissioner/fieldmemos/default.aspx>